CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF THE FACULTY COUNCIL MEETING
HELD
FRIDAY, MAY 19, 1995

Present: M. Anvari, Chair
D. Acland (MBA), A. Ahmad (Fina), S. Alvi (Econ.), D. Ballou (DS&MIS), J. Bowles (CASA), J.-P. Brunet (Mana.), T. Bui (OVRA), A. Chhabra (CGSA), C. Bayne (DIA/DSA), Jean-François Côté (CASA), D. Doreen (DS&MIS), A. Flynn (CUSA), C. Foster (Reg.), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS), J. Hall (Mana.), S. Hoffman (Lib.), M. Ibrahim (Acco.), A. Jalilvand (Fina.), R. Kapoor (Acco.), M. Khalifa (DS&MIS), L. Kryzanowski (Fina.), R. A. Long (Acco.), S. Lorber (CGSA), D. Morin (Assoc. Dean), K. Norman (CASA), R. J. Oppenheimer (Mana.), B. Prince (Mana.), J. A. Rosenblatt (Assoc. Dean), T. J. Tomberlin (Assoc. Dean), P. Varson (Fina.), K. Waschke (CASA)

Absent with Regrets: D. Srinivasan (CASA)

I **Call to order**
The meeting was called to order at 09:05.

II **Closed meeting**

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

III **Open meeting**

IV **Approval of Agenda - CAFC-95-05A**
IT WAS MOVED BY A. AHMAD AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL APPROVE THE AGENDA, CAFC-95-05A, AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V **Approval of Minutes of Previous Meeting - CAFC-95-04M**
IT WAS MOVED BY R. J. OPPENHEIMER AND SECONDED BY A. AHMAD THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD FRIDAY, APRIL 21, 1995, CAFC-95-04M, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

VI **Chair's Remarks and Question Period**
The Chair thanked Betsy Barber, Denise Beamish, Jane Craighead, Brian Hawker, Rosalind Knitter, Patricia Lenkov, Claire McKinnon, Danielle Morin, Tracey Shuffler and Regina Visca, the organizers of the Women and Work Symposium for their contribution to the great success of the event. He also thanked Anne Lavak for her willingness to replace one of the panelists at the last moment. A. Jalilvand was thanked for projecting a positive image of the Faculty and University with his recent media interviews concerning the Quebec budget.

The Chair announced that the Board of Governors has appointed Dr. Jack Lightstone as Vice-Rector, Academic for a three year period beginning June 1, 1995 and Dr. Archibald Sherbourne as Dean, Faculty of Engineering and Computer Science for a five year period beginning September 1, 1995.

In conclusion, the Chair encouraged faculty members to attend convocation on June 9th to demonstrate their support to the students and their families.

IT WAS MOVED BY S. GOYAL AND SECONDED BY A. AHMAD THAT PROFESSOR J. KELLY BE GIVEN SPEAKING PRIVILEGES FOR THE DURATION OF THE COUNCIL MEETING.

THE MOTION WAS CARRIED UNANIMOUSLY.

In response to a question about the status of the Faculty Council motion concerning Ryder Travel, the Chair advised that the Vice-Rector, Institutional Relations and Finance, would investigate the issue and respond to the Faculty in

the near future. He noted that although the Vice-Rector was sympathetic to the concerns of Council , he would not be able to satisfy the deadlines specified in the motion. The Chair suggested that a response from the Vice-Rector may be expected for the September meeting of Council. In reply to a question, the Chair stated that it would be appreciated if a formal or informal follow-up would be made at the Board of Governors meeting.

The appointments of the Rector and the Vice-Rector, Academic were commended. It was commented that these ethicists would have an impact on the moral climate. One faculty member identified three moral problems that he perceived within the Faculty : the relationship of the administration with women, with young faculty members and LTAs and with senior faculty members. He suggested that these new administrators would likely make an ethical evaluation of the Faculty whereby the Faculty would be found wanting. He asked the Chair what plans he had for a renaissance of morals and ethics in the Faculty. The Chair replied that he did not believe that there were any moral problems in the Faculty.

One faculty member stated that in attempting to resolve a problem through normal channels within the Faculty he had encountered difficulties which resulted in his seeking out senior administrators for help. He asked the Chair why there were moral problems in the Faculty. The Chair reiterated his conviction that there were no moral problems in the Faculty.

VII **Faculty Council Elections**

1. **Election of one (1) full-time Faculty Member from Outside the Department of Management to serve on the Advisory Search Committee for the Chair, Department of Management - reference article 20.03 of the Faculty Collective Agreement**
   D. Acland was elected by acclamation.

2. **Election of one (1) full-time Faculty Member from the Department of Management to replace L. Dyer on the Standing Committee on Academic Re-evaluation for a one-year term beginning June 1, 1995 and terminating May 31, 1996.**
   R. Knitter was elected by acclamation.

3. **Election of one (1) full-time Faculty Member to serve on the Commerce Undergraduate Student Request (& Appeals) Committee replacing A. Ahmad for a one-year term beginning June 1,1995 and terminating May 31, 1996.**
   R. Knitter was elected by acclamation.

VIII **Business Arising from Previous Meeting**
There was no business arising from the previous meeting.

IX **Report: Commerce Undergraduate Curriculum Committee**
D. Morin advised that a progress report would be made at the next meeting of Council.

X **Report: Graduate Programmes, Research and Programme Evaluation**
T. J. Tomberlin advised that a complete report will be given at the next meeting.

XI **Report: External Affairs and Executive Programmes**
There was no report.

XII **Reports from Faculty Representatives on University Committees**

1. **University Senate**
T. J. Tomberlin reported that a Senate Finance Committee has been struck to comment on future budgets prior to discussion at Senate and the Educational Equity document has been tabled for discussion. He also advised that a motion has been adopted to recommend to the Board of Governors that the Rector no longer act as the Chair of Senate , rather the Chair of Senate would be elected by the members of Senate. In conclusion he reported that the 1995-96 budget would be discussed at the next meeting.

2. **Arts and Science Faculty Council** - There was no report.

3. **Senate Academic Planning and Priorities Committee** - There was no report

4. **Senate Academic Programmes Committee**
T. J. Tomberlin noted that there was some concern that, due to section cuts, electives would not be available for students. He reported that the Arts and Science Faculty has developed a proposal to ensure the availability of electives by grouping electives according to specific themes and stressed the importance of including Commerce electives among these groupings.

5. **Senate Research Committee** - There was no report.

6. **Senate Academic Services Committee** - There was no report.

7. **University Library Committee** - There was no report.

8. **Undergraduate Scholarships and Awards Sub-committee**
There was no report.

9. **Sub-Committee on Academic Computer Policy -** There was no report.

10. **Computer Resources Committee**
M. Khalifa reported that the student computer labs would soon be updated with 100 window-capable PCs - approximately 40 of the PC s would be situated on the Loyola Campus.

11. **Board of Governors**
L. Kryzanowski reported that the Board approved the recommendation for the Vice-Rector, Academic and the operating capital budget was approved for discussion on purposes only. He advised that there were major concerns about the nature of the budget cuts specifically related to the $7M pension fund and the Faculties not filling positions. He also advised that the report from the Task Force on the Review of Policies pertaining to the Rights, Responsibilities and Behaviour which would replace the Code of Conduct was tabled since it was believed that some of the input to the report may have been disregarded. It is expected that the revised document will later be forwarded to the Council sand to Senate. In conclusion he reported that discussion regarding proposed changes in the pension plan was postponed to permit additional time for Board members to familiarize themselves with the documentation provided.

12. **Council of Graduate Studies**
T. J. Tomberlin reported that the interim review reports for the MBA, the EMBA and the Diploma Programmes in Institutional and Sports Administration were accepted at the last meeting of the Council.

XIII **Reports from Student Associations**

1. **C.A.S.A. Report**
K. Norman congratulated the outgoing executive for their excellent performance and reported that the new executive team has been assisting Dr. Morin with the recruitment of students and offered continued student support for all Faculty initiatives. She advised that an orientation for incoming students was being organized for the first week of classes and reported that the May 7th CASA Awards Night and the May 12th the CASA Graduation Ball were great successes.

2. **C.G.S.A. Report**
A. Chhabra reported that six new 486s along with new software have been installed in the computer lab. He thanked members of Council for the valued experience of the past year and introduced the new CGSA President., S. Lorber.

XIV **New Business**

1. **Student Bill of Rights and Responsibilities - CAFC-95-05A-02**

IT WAS MOVED BY A. AHMAD AND SECONDED BY S. ALVI THAT FACULTY COUNCIL APPROVE SPEAKING PRIVILEGES FOR ALEXANDRA FLYNN, ONE OF THE AUTHORS OF THE STUDENT BILL OF RIGHTS AND RESPONSIBILITIES.

THE MOTION WAS CARRIED UNANIMOUSLY.

A. Flynn explained that her purpose in meeting with the various University bodies was to gather comments, ideas and criticisms of the draft bill of rights to ensure the development of a bill of rights that reflects the sentiments of all members of the University community. She explained that the intent was to continue to revise the document by incorporating the thoughts gleaned from consultations with student associations and administrative bodies until it is approved by the Board of Governors. Copies of the current draft had been sent to all academic department heads in March 1995.

During the ensuing discussion period the following comments were noted:

.Attention must be paid to the clarity of the descriptions contained in the document such as in item 1.5 - "safe and suitable" classrooms, in items 2.1 and 2.2 - "quality" seminars since these objectives are difficult to measure.

.With regard to item 2.3 d) requiring that the name of the instructor be known to the student at the time of registration, it was pointed out that due to the constraints of the part-time and full-time collective agreements, the Faculty has had little success to date in providing this information.

.With regard to items 2.5 and 2.8 regarding students being provided academic feedback prior to the official withdrawal deadline, it was noted that due to the course materials and structure of some courses, this policy may not be realistic in terms of implementation.

.With regard to item 2.6 requiring that academic work be graded with informative commentary, it was pointed out that this would not be feasible in all cases such as the grading of a multiple choice examination.

.With regard to the conditions described in items 1.5 and 2.11, the availability of resources to meet these standards was questioned.

.With regard to item 2.8, it was noted that there were academic arguments opposing the notion that students have the right to sample courses until such time that they were assured of academic achievement.

.Items 3.7 and 4.5 were considered to be detrimental in terms of faculty members requiring information to make academic decisions in cases dealing with probation or dismissal.

.Items 5.3 and 5.4 regarding the rights of students to participate on decision-making bodies was believed to violate several articles in a number of collective agreements.

.It was suggested that a preamble be included about the balance of rights since frequently a student right would be a faculty, staff or administrators' right.

.It was suggested that item 2.41 concerning modifications to courses be clarified.

.Item 2.9 which states "to the extent that the student participated in the work..." was considered to be vague. It was suggested that the intent was to protect the intellectual contributions of the parties involved.

.The absence of specific students' responsibilities to balance the specific rights of students was noted.

.It was suggested that it would be useful to identify the sources for the legal or policy rights and to identify the newly proposed rights by highlighting them with a bold typeset.

.With regard to student responsibility, it was suggested that each student accept the responsibility for evaluating their professors and to demonstrate their seriousness and accountability by signing the evaluation form. It was commented that if student evaluations required signatures, a key issue would be the timing of the release of information to the professor.

.It was commented that many of the points, for example, item 2.5, were already included in the undergraduate calendar. It was asked if the intent were to relieve the students of the responsibility of reading the academic policies and procedures provided in the undergraduate calendar.

Council members congratulated A. Flynn and her colleagues for their excellent effort . It was agreed that the comments from the minutes, and any additional comments that Council members had, would be sent to A. Flynn, H-637.

2. **MBA Revision Task Force Report - CAFC-95-05A-03**
This item was for information only. A discussion regarding whether or nor the item would be tabled until the May 26th meeting ensued.

IT WAS MOVED BY A. JALILVAND AND SECONDED BY R. J. OPPENHEIMER THAT FACULTY COUNCIL APPROVE THE REVISION OF THE AGENDA, CAFC-95-05A, TO PERMIT A FIFTEEN-MINUTE DISCUSSION PERIOD FOR ITEM XIV (2).

THE MOTION WAS CARRIED UNANIMOUSLY.

D. Acland thanked Professors Oppenheimer, Patterson, Kira, Molz, Katsanis and Lowenfeld, the CGSA representative, V. Scott and N. Smythe for their efforts. He explained that the implementation of the last revision of the MBA curriculum took place in 1991 which was followed by a three-year assessment period. The purpose of the Task force was to summarize the evaluation of the curriculum implemented in 1991. He noted that the interim appraisal of the MBA programme conducted by the School of Graduate Studies had been an appraisal of the old curriculum not the current programme.

He reported that the Task Force had concluded that the Faculty would continue to offer a general management MBA programme structured to integrate both full-time and part-time students. The Task Force identified a problem with course delivery rather than with the course structure which they addressed in their recommendations. Key factors identified in their recommendations for improving the programme delivery include the participation of core faculty working directly with the students, assisting the programme director, and being directly involved in operating the programme; more active participation of the programme director with the department chairs in the selection of the faculty members who would teach in the programme, course coordination etc.; and the promotion of student participation in orientation sessions and the Case Competition by adjusting the class and examination schedules.

It was suggested that in evaluating a programme the questions to be asked were - "Do we need this programme?" rather than "How can we improve this programme?" and "How is this programme different from

McGill's programme?"

With regard to #2, Control of Quality, it was suggested that the implementation process include the input of the Department Chair concerned. D. Acland explained that the intent was to ensure that the programme director had information. With regard to #3, Programme Design, the notion of reducing all courses to 1.5 credits was questioned. D. Acland explained that the modular approach provided flexibility for a major re-engineering of the programme.

It was commented that the revisions were not radical enough and that it was unlikely that the programme director would have ready access to faculty members' course evaluations without offering the same rewards as were offered by the EMBA Programme. It was suggested that the consolidation of the EMBA and the MBA would resolve many of the problems in the Faculty.

It was agreed that this item would be further discussed at the May 26th meeting of Faculty Council.

Council members extended a vote of thanks to D. Acland for his dedication to the MBA Programme over the years.

A. Jalilvand announced that CASA had named A. Ahmad as the professor most dedicated to Commerce student life.

3. **Cooperative Education in the Faculty of Commerce and Administration Proposal - CAFC-95-05A-04**
This item was for information only. The Marketing Co-op Programme will be included under the umbrella of the Faculty Co-op Programme which had previously been approved by Faculty Council.

4. **Committee of the Whole - 1995-96 Provisional Operating Budget -CAFC-95-05A-05**
IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY J. HALL THAT L. KRYZANOWSKI CHAIR A COMMITTEE OF THE WHOLE FOR A PERIOD OF SIXTY MINUTES.

THE MOTION WAS CARRIED UNANIMOUSLY.

XV **Other Business**
There was no other business.

IT WAS MOVED BY Z. GIDENGIL AND SECONDED BY J. HALL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

XVI **Next meeting**

The next meeting of Faculty Council will take place on Friday May 26, 1995 at 09:00 in room GM403-2.